

AWARDS

• Brian Simmons, an employee with the U.S. Army Development Test Command, received the FLC Laboratory Director of the Year Award for directing the establishment of the Team Aberdeen Proving Ground (APG) Business Development Office (BDO) that serves as a single point of contact for the business community to access APG. Since its opening, the BDO has generated a number of technology transfer agreements and is recognized by the business, government, and academic communities as a vital resource.

• Dr. John Dinan, an employee of the U.S. Army Communications-Electronics Command Research, Development and Engineering Center's Night Vision and Electronic Sensors Directorate (NVESD), received the 2002 FLC Innovative Partnership Award for demonstrating the greatest commitment to the long-term results of technology transfer. As the head of the Microfactory Group at NVESD, Dinan nurtured technology transfer partnerships

with several companies that participated in the continued development of infrared focal plane arrays.

• Rich Dimmick, an employee of the U.S. Army Research Laboratory (ARL), received the Harold Metcalf Award for his sustained significant service to the FLC. Dimmick's commitment to technology transfer and the FLC has been exemplified by his unwavering support of the Fire Fighting Task Force.

• James K. Wanko, an ARL employee, received an FLC Achievement Award for his overall contributions to the Army technology transfer program. Wanko coordinates the technology transfer efforts of all the Army's laboratories and centers.

The preceding article was submitted by James K. Wanko, the Army Domestic Technology Transfer Program Manager at the U.S. Army Research Laboratory, Adelphi, MD.

BOOKS

It's not the BIG that eat the SMALL ... it's the FAST that eat the SLOW

By Jason Jennings and
Laurence Haughton
Harper Collins Publishers Inc,
New York, 2000

Reviewed by MAJ John H. Grimes, an Army Contracting Officer participating in the Training With Industry Program and assigned to Oak Ridge National Labs, Oak Ridge, TN.

Two California business consultants contend that speed is a business tool. Jason Jennings and Laurence Haughton traveled the globe probing some of the quickest thinking, fastest acting business powerhouses and produced a text summarizing the common conducts of the companies' competitive edges. In *It's not the BIG that eat the SMALL ... it's the FAST that eat the SLOW*, the authors blend practical applications of speed into a first-rate business text.

The duo features several companies from diverse business sectors (e.g., Charles Schwab, AOL, Clear Channel Communications, H&M, TelePizza) and expound their commonality of speed as a competitive advantage. More than 30 practical tactics are identified and demonstrated with vignettes from the featured companies.

The practical lessons are presented in a way that makes this 250-page book a very fast, yet amazingly

informative, read. The strategies are neatly organized into four broad areas: thinking fast, deciding fast, acting fast, and sustaining a fast organization. No single lesson takes more than five pages to provide an efficacious description, and each broad area could stand alone as a short lesson plan.

A recurrent theme in the book is grasping and improving on one's own competitive advantage. Ranging from spotting trends, to dismantling bureaucracy, to ignoring one's competitor(s), and eliminating speed bumps, the epicenter of most of the book's strategies is enhancing an organization's speed as a competitive edge.

"A 60-second heads-up" wraps up each of the 25 lesson-loaded chapters. Of particular value are the thought-provoking fill-ins accompanying many of the brief summaries. The authors have used reader participation to adeptly personalize the text to readers' peculiar business purposes. Indeed, this book is fruitfully begun at any point, but adding one's own notes to each of the 60-second summaries makes the text an invaluable future desk-side reference.

Nothing can diminish the successes of the featured companies, but the book's lessons generally emphasize efficiency over effectiveness, and it is probably better suited for business leaders than government servants. Nonetheless, the modern business lessons in this book are exceedingly relevant whether you're in big business; a small, private company; or government service. Thus, I add my voice to the many others in recommending *It's not the BIG that eat the SMALL ... it's the FAST that eat the SLOW* to Army AL&T readers and all contemporary business professionals.

The Rumsfeld Way

By Jeffrey A. Krames

McGraw-Hill, NY, 2002

Reviewed by Dennis L. Winegar, Supervisory General Engineer, U.S. Army Field Support Command, Rock Island, IL. Winegar is a 33-year Army civilian, a member of the Army Acquisition Corps, and a Defense Leadership and Management Program (DLAMP) participant currently performing a 1-year rotational assignment with the U.S. Joint Forces Command, Joint Task Force–Civil Support, Fort Monroe, VA. He can be contacted at winegar@jfc.com.mil.

Wouldn't it be great to know how the boss thinks and what leadership wisdom the boss could impart to the staff? Jeffrey Krames has provided a portrait of our current Secretary of Defense Donald H. Rumsfeld to do just that. It is indeed a portrait of Secretary Rumsfeld, but let's look at how Krames developed the portrait or series of portraits of our Defense Department leader.

Krames' book has only been available since the middle of May 2002, so it is no doubt the most current book about Rumsfeld. Don't expect to learn about childhood friends, school teachers, pets, musical lessons, or family life. Krames does give a brief biographical sketch and chronology of the secretary, but he does provide a note in the beginning, "A point to stress: this book is not a biography of Donald Rumsfeld. The biographical material that follows is intended to give the reader a context for the second part of this book which examines Rumsfeld's career thematically."

Krames begins the book with a description called "Rumsfeld's Return," where he tells the story of Aug. 9, 1974, when Richard Nixon resigned the presidency of the United States, Gerald Ford was sworn in as America's 38th president, and Rumsfeld was selected by Ford to "... be someone who could rapidly and efficiently organize the new staff, but who will not be perceived or be eager to be chief of staff."

Krames also takes the reader into one of the secretary's news conferences where Rumsfeld delivered the twice-weekly news on the war against terrorism. Krames' description of the "Rummy Show" captures the essence of those news conferences: "Indisputably, he has become the face and voice of the war. His prickly yet candid answers to often repetitive questions have won over, even mesmerized, a historically skeptical Washington press corps."

Krames then takes the reader through the stages of the portrait painted of Rumsfeld by dividing the book into two parts.

Part I is entitled, "Evolution of a Statesman," where he offers a description of this public official who

although is seen at press conferences, television interviews, and official trips, is rarely seen in public. In chapter subheadings like "The Right Man at the Right Time" and "Managing Under Fire," Krames gives us some of the highlights of Rumsfeld's four-decade long career with some special emphasis on how the secretary addresses the media. Krames writes, "If he doesn't know something, he doesn't hesitate to say so. If he doesn't want to answer a certain question, he says that too. And on the flip side, he may choose to respond to a question with almost alarming directness. At one press conference, Rumsfeld was asked why U.S. warplanes were bombing in a certain area. 'To kill them (al Qaeda and Taliban fighters),' he replied. In another meeting with the press, he used the word 'kill' nine times, probably an all-time record for a Pentagon press briefing."

Continuing in Part I, Krames gives us the biographical information of the man from Winnetka, IL, the Princeton graduate, the Navy aviator, the four-term congressman, the government careerist (including his first tour as the youngest ever SecDef), the private business CEO, the string of public service posts, and the return as SecDef (the only person to serve twice in that position and the oldest person to serve in that position).

In Part II, "Lessons from a hard-charging CEO," Krames takes us on a leadership tour to show us, as the book's dust cover says, the "Leadership wisdom of a battle-hardened maverick." The dust cover also provides a summary of Part II: "*The Rumsfeld Way* examines Rumsfeld's many career challenges, details what he did to quickly and clearheadedly deal with each, and reveals how he has engineered some of twentieth century America's most stunning victories—when those around him had all but conceded defeat."

Although Krames did not interview Rumsfeld to gather material for his book, he did do extensive research using speech texts, briefing texts, periodical articles, books, personal interviews (Dr. Henry Kissinger as an example on Feb. 19, 2002), television interviews, commission reports, and the State of the Union Address given by President George W. Bush on Jan. 29, 2002. That research allowed Krames to describe the leadership qualities of Donald Rumsfeld and to provide specific examples from his career both inside and outside the government.

All one needs to do is look at the chapter headings to get a glimpse of what leadership qualities Krames describes throughout his book. Chapters 3 through 12 are titled, "Mission First," "Straight Talk," "All the Right Moves," "Crafting Coalitions," "The Consequence of Values," "The War CEO," "Acquiring and Using Intelligence," "Mastering the Agenda," "The Pragmatic Leader," and "The Determined Warrior." Krames uses those chapters

to highlight qualities that Rumsfeld has developed over his years in the government and in private business.

In Part II, Chapter 3, Krames begins with a discussion of effective leadership, "The Rumsfeld record reveals a leader who has both a keen sense of urgency and an instinct for quickly getting to the heart of a problem—both hallmarks of effective leadership. These qualities may sound like obvious virtues, but the fact is that many leaders take too much time identifying the problem and outlining possible responses. Those moments of hesitation can mean the difference between success and failure." Krames then provides examples of the Rumsfeld "Mission First" mentality during his first days in the Ford administration, his years at G.D. Searle, his liberal use of memos to articulate mission and priorities at NATO and the Pentagon, and his first formal briefing 1 day after the [September 11, 2001] attack on America.

The remaining chapters follow the same format that Krames lays out in Chapter 3—a leadership quality or qualities and examples to show how that quality makes Rumsfeld an excellent candidate for a "Hallway of Leaders." Krames also lists at the end of each chapter several identifiers of "The Rumsfeld Way," which are very similar to the "Rumsfeld's Rules," written by Rumsfeld himself.

Krames' book is well written and includes an abundance of quotes from Rumsfeld and about Rumsfeld. It is an easy read and will certainly find its way onto many business and military suggested reading lists. It is a book that you will want to read, put aside, and read again, and certainly one that you will want to keep on your leadership bookshelf together with "Rumsfeld's Rules."

The Frontiers of Project Management Research

Edited by Dennis P. Slevin,
David I. Cleland, and Jeffrey K. Pinto
Project Management Institute, 2002

***Reviewed by LTC Kenneth H. Rose (USA, Ret.),
PMP, a Project Management Instructor for ESI International
residing in Hampton, VA, and former member of
the Army Acquisition Corps.***

In every evolving profession, it is useful now and then to examine the state of professional knowledge to document progress and establish future directions. Three respected academics—Dennis P. Slevin, David I. Cleland, and Jeffrey K. Pinto—have done just that with their new book, *The Frontiers of Project Management Research*.

The book includes 28 papers from the Project Management Institute Research Conference 2000 held in Paris, France, in June 2000. Each was subsequently

refined and updated by the author(s) for inclusion in this collection. The papers are arranged in four general sections: background research in the field, effective practices and success factors, organizational and team relationships—behavioral practices, and project management techniques.

An early paper in the background research section by Peter W. G. Morris describes project management as a discipline focused on itself, with little orientation toward business relevance and benefit. Morris also suggests that because the traditional core of project management is now pretty well understood, future research should address in a theoretical context how core elements work together to deliver successful projects.

David Wilemon's paper on experiences and perspectives embraces this broader view by examining stress, partnering, team performance assessment, and individual team member experiences and evaluating how they affect project performance. More important, Wilemon identifies research issues associated with each area as a means of establishing goals for knowledge development. An item of note from completed research is that unsuccessful project experiences are related first to a perceived lack of top management support and, second, to a lack of clear goals.

In the effective practices and success factors section, Lynn Crawford presents some surprising research results. First, there appears to be little direct relationship between the level of project management knowledge (as defined in *A Guide to the Project Management Body of Knowledge (PMBOK Guide)-2000 Edition*) and perceived performance in the workplace. Second, team development practices are highly rated in literature, but little used in actual performance. Finally, project managers value different activities than their supervisors, suggesting that both groups are not playing the game using the same scorecard.

A study of 60 large engineering and construction projects by Roger Miller and Brian Hobbs reveals that the principal sources of project troubles are management issues, not technical challenges. Projects most likely to succeed are those that enjoy strong sponsorship, strategic depth, and flexibility in responding to crises.

The organization and team relationship section includes eight papers on various human resource subjects. Edward J. Hoffman and others describe research within NASA that indicates team development actions get lost in the noise of project performance. That is, team development and project performance are so closely intertwined that they are not conducted as separate processes—to the detriment of specific team development actions. As a remedy, the authors describe 10 characteristics of superior project teams and 10 team

development functions of project managers that were disclosed through research across NASA organizations.

In the past, attention to scope, cost, and schedule combined with effective tracking and control was usually sufficient for project success. The complexities of today's projects demand project teams that are fast and flexible and leaders who understand the interaction of organization and behavioral variables. Hans J. Thamhain reports research results that define four essential conditions for building effective project teams: a professionally stimulating work environment, good project leadership, qualified personnel, and a stable work environment.

Janice Thomas and others provide an insightful view of "selling" project management to senior executives—an important topic as shown by a 1997 KPMG study that identified lack of top management commitment as a key factor in failed projects. The authors propose a three-part approach of triggers (what will motivate a senior executive to buy in to project management); responses (benefits and value to executive priorities, not just features and attributes); and proof (anecdotal information in a context relevant to executives).

The final section comprises nine papers on project management techniques, including a leading edge view by Chris Chapman and Stephen Ward on managing uncertainty as an evolution of risk management. Manag-

ing uncertainty is a more robust approach to risk that considers ambiguities in estimates of risk event probability and impact, the conditional nature of estimates, commitments and targets, and objectives at operational levels. This expanded view provides substantial opportunity for improving project performance.

Defining a project's mission is an essential step toward effective management. It is inevitably accomplished in a highly politicized environment. Graham M. Winch and Sten Bonke describe a stakeholder mapping approach that includes two tools—the stakeholder map and the power/interest matrix—that complements traditional techniques and generates alternate definitions. The result is more effective brainstorming during mission definition and more rigorous analysis of potential threats.

The Frontiers of Project Management Research is an important, much needed addition to project management literature. Every mature profession is founded upon a codified body of knowledge. By providing not just a snapshot but rather a research-based panoramic view in time, this book takes another step toward establishing the baseline for project management.

This book is available from the Project Management Institute Online Bookstore at www.pmibookstore.org.

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